

STAFF STUDY
TO
DETERMINE MEANS OF IMPROVING CAREER
POSSIBILITIES OF CHAPLAIN ENLISTED ASSISTANTS

Effective Writing

US Army Chaplain School
Fort Hamilton, New York

3 December 1962

by

Alpha A. Farrow

(Classification)

Headquarters, USACHS
Fort Hamilton, New York
30800 Dec 1962

CHS

SUBJECT: Career Improvement for Chaplains' Assistants.

1. PROBLEM. To determine means of improving career possibilities of Chaplain Enlisted Assistants.
2. ASSUMPTIONS.
 - a. Chaplains' Assistants have poor career possibilities.
 - b. After working in a Chaplain Section for two years, a Chaplains' Assistant can do the required Chaplain related administration.
 - c. Chaplains need experienced, well trained assistants to do office administration and help with the religious program.
 - d. More Chaplain Enlisted Assistants will remain in the army if their career possibilities are improved.
3. FACTS BEARING ON THE PROBLEM.
 - a. There are 17 E-4 MOS 718s authorized in an Infantry Division, but only one E-6 and one E-5.
 - b. Few E-4s reenlist for MOS 718 because they feel they have no career possibilities. (Tab A(4))
 - c. The MOS 718 Courses offered by the Nonresident Department of the US Army Chaplain School, are not fully utilized.
 - d. There are two schools now in operation to train Chaplains' Assistants at Ft Dix and Ft Ord, however the course is limited to one week.
4. DISCUSSION.
 - a. Means of improving the career opportunities of Chaplains' Assistants.
 - (1) Increase the Chaplains' Assistant School to one month and place it at the US Army Chaplain School, Fort Hamilton.
 - (2) Develop the Chaplains' Assistant Corps similar to the Medical Specialist Corps. This will free the Chaplains of minor administrative matters.
 - (3) Set a standard for automatic promotion which will include the necessity for completing courses of the Nonresident Department of the US Army Chaplain School.
 - (4) Increase the grade structure of the Chaplains' Assistant. Any Post or Sub-post should be authorized at least an E-5.
 - b. The only disadvantage of increasing the career potentiality for assistants is some poorly motivated assistants will seek to reenlist.
 - c. For details, see Annex A, Discussion.

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5. CONCLUSION. Improvement of career possibilities for Chaplains' Assistants would be in the best interest of the Service.
6. ACTION RECOMMENDED.
 - a. That the conclusion in paragraph 5 be approved.
 - b. That the attached letter (Annex B) be signed and forwarded to the Chief of Chaplains.

FARROW
CH (Maj) USA
Student, Ext 11

ANNEXES: A-Discussion
B-Letter to C of CH
C-Bibliography

CONCURRENCES.

GBF Brig Gen Frank, G3, CONARC, Ext 218
HLB Brig Gen Black, CG, Ft Ham, Ext 214
ANW Col White, G4, Ext 215
RAP CH(Col) Pugh, Dep Comd, Ext 555
GOA CH(Col) Ames, Adm Asst, Ext 444

NONCONCURRENCE. None.

ANNEXES ADDED: None

ACTION BY APPROVING AUTHORITY:

Approved (disapproved), including (excluding) exceptions as noted.

GREGORY R. KENNEDY
Chaplain (Colonel), USA
Commandant

Annex A (1)

The Chaplains' Assistant Schools operating in Ft Ord and Ft Dix teach men for one week. They follow the Army Subject Schedule 16-718. The schools are doing a good job. According to a questionnaire polling Class 63-1 Career Course US Army Chaplain School, 60% of the Chaplains found the School Trained Assistants able to do essential tasks when they arrived at their first assignment.

However, each Chaplain noted that he would prefer to have a man arrive better trained. They realize the limitation of time placed upon the Training Schools. The man must already have typing and driving skills before he is selected and the School must capitalize upon his talents.

The fact that an assistant must go to his first assignment with only enough training to "get by" is a severe blow to his morale. He may be degraded in the estimation of his new boss, the Chaplain. Unless he is kindly and thoughtfully treated, his attitude toward the army and his Chaplain may be jeopardized.

To eliminate this possibility, it is recommended that the Chaplains' Assistant School be increased to four weeks. It also should be moved to Fort Hamilton, New York and be placed under the US Army Chaplain School. The fact that the man had gone to school at the same school as the Chaplains for whom he would be working creates a bond between them.

The Air Force, during World War II, had their Chaplains and Chaplains' Assistants training at the same post.

"One of the outstanding achievements of the Air Chaplain was the establishment of the Chaplain Transition Conference Course at San Antonio Aviation Cadet Center in 1944. The purpose was to train Chaplains and chaplains' assistants for better fulfillment of their responsibilities in the Army Air Force." 1.113

"On 13 July 1944 the first course for AAF chaplain assistants got under way, and assistants within the continental limits of the United States were eligible to attend. Several classes were taken jointly with chaplains." 1.114

"Chaplain Austin Healy, Catholic Religious Coordinator and instructor, wrote, 'It has been observed that the caliber and specialized talents of the chaplains' assistants are unique and highly adaptable to Chaplain Corps activities'. The 40 chaplain assistants in the October 1944 class wrote the Director: 'As a result of this course we now feel that we have a more definite place within the Chaplains Corps'". 1.115

Annex A (1)

The Army Chaplain recognized the necessity of properly trained Chaplains' Assistants and directed the attention of the Chief of Chaplains to the Air Force program in Fourth Army.

"The systematic training of Chaplains' Assistants at the Chaplain School was recommended by the Chief of Chaplains in the autumn of 1944. After a thorough study of the program and methods being used for this purpose by the Air Force at that time, it was determined to plan a 3 week course of instruction for assistants to chaplains of all branches of the Army." 2.318

There was little interest shown by Army Chaplains and there was no school developed until 1950. On 7 February 1950, 67 men and 2 women were enrolled in the first course. There were three such courses in 1950. The program of training continued until the end of 1954.

There is no available literature upon the reasons for discontinuing the school at Fort Slocum. One can only surmise that a high-level decision closed it. Whoever made the decision is no longer in the Army. Therefore the situation can be remedied.

The Master Schedule for Chaplain Assistant Training should be changed. The present Army Subject Schedule 16-718 is as follows:

(1) Intro to history and mission of Chaplaincy	1hr
(2) Office Administration	6hr
(3) Survey of denominational requirements	2hr
(4) Religious facilities and supplies	5hr
(5) Religious funds	4hr
(6) Religious education	2hr
(7) Character Guidance program	2hr
(8) Projectionist training	1hr
(9) Referral agencies	1hr
(10) On-the-job training and evaluation	16hr
	<u>TOTAL HOURS</u> 40

Recommended additional hours:

(1) Army Subject Schedule 11-22 (projectionist training)	40hrs
(2) Army driver instruction to include vehicle maintenance and convoy driving.	40hrs
(3) Religious funds	16hrs
(4) Office administration	24hrs
	<u>TOTAL ADDITIONAL HOURS</u> 120

This training would allow the Assistant to arrive at his first duty assignment with a valid projectionist license and an army driver license. The man would be reasonably proficient in office administration and funds.

CHAPLAIN'S ASSISTANT SCHOOL
5TH TRAINING REGIMENT
US ARMY TRAINING CENTER, INFANTRY
Fort Dix, New Jersey

October 1962

SCHEDULE OF PERIODS

	<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>
0800 - 0845	ORIENTATION	OFFICE ADMINISTRATION Period #1	CHARACTER GUIDANCE Period #1	RELIGIOUS FUNDS Period #1
0855 - 0940	ON THE JOB TRAINING	OFFICE ADMINISTRATION Period #2	CHARACTER GUIDANCE Period #2	RELIGIOUS FUNDS Period #2
0950 - 1035	ON THE JOB TRAINING	OFFICE ADMINISTRATION Period #3	RELIGIOUS FACILITIES & SUPPLY Period #2	REVIEW
1045 - 1130	ON THE JOB TRAINING	OFFICE ADMINISTRATION Period #4	RELIG. FACILITIES & SUPPLY Period #3	EXAMINATION
1300 - 1345	INTRO. & HIST & MISSION OF CHAPLANCY	OFFICE ADMINISTRATION Period #5	RELIG. EDUCATION Period #1	
1355 - 1440	DENOMINATIONAL REQUIREMENTS CATHOLIC	OFFICE ADMINISTRATION Period #6	RELIG. EDUCATION Period #2	
1450 - 1535	DENOMINATIONAL REQUIREMENTS PROTESTANT	REFERRAL AGENCIES	RELIG. FACILITIES & SUPPLY Period #4	
1545 - 1630	DENOMINATIONAL REQUIREMENTS JEWISH	RELIGIOUS FACILITIES & SUPPLY Period #1	RELIG. FACILITIES & SUPPLY Period #5	

Annex A (2)

The Medical Specialist Corps was developed to provide a group of well trained enlisted men and warrant officers who could do necessary work in the medical field. None of them are doctors. They do administration and other jobs to free the doctor that he may practise his profession with a minimum of distraction.

Chaplains are also professional men. They are in the army to represent God and carry His work to the soldier and his family. More and more they are becoming secularized because of lack of time for prayer and meditation. Instead of counseling and praying, they are budgeting, typing and administering.

Long ago a situation arose which was similar. Men of God, devoted to lives of preaching, prayer, and bible study, were kept from their calling to "wait tables". The Apostles saw the danger of doing a second best. They realized the temptation to become secularized. They asked that others be chosen to perform these important and necessary tasks.

There are good men today who could readily be trained to take Chaplains' administrative burdens and leave the ministers, rabbis, and priests free to do the spiritual tasks. These men are at present young Chaplains' Assistants. All that they need is a secure career program of promotion and training.

Such a plan was presented by Chaplains at the Personnel Management Workshop on Chaplain Assistant Selection, Training, and Utilization held at Fort Monroe, Virginia 26Feb-1 Mar 1962. Its recommendations were almost identical to the existing Army Regulation 611-201 governing MOS Code 718. The present MOS Code takes the Chaplains' Assistant only through the grade of E-4. This workshop presented a career plan through and including E-9.

"Code 718.5. Must be qualified as Chaplain's Assistant (MOS 718.4). Must know organizational structure, function, and administration of chaplain section and the overall purposes of Army Chaplaincy program. Must know preparation of correspondence. Must know Army Functional Files System. Must know Army records management program. Must be able to review orders, bulletins, memorandums, and similar material to extract information pertinent to, or associated with, chaplain's responsibilities. Must understand the publications distribution system. Must be able to prepare and/or maintain required reports and records pertaining to chaplain activities.

A(2)

Annex A (2)

Must understand Army organization, be familiar with staff functions and relationships. Supervises the implementation of the work schedules, assigns duties, and instructs subordinate personnel in proper duties and procedures. Must know precautions to be exercised in handling classified material. Must be familiar with the operational procedures of all subordinate chaplains' offices and capable of supervising OJT for enlisted personnel, to include ecclesiastical supplies, standard and non-standard items. Must understand supply requisitioning and property procurement procedures. Must be able to maintain records for nonappropriated funds, and prepare reports required. Must be able to prepare or supervise preparation of special tables, graphs and charts. Must be able to maintain suspense type files."3.3

"Code 718.6. Must be qualified as Chaplain's Assistant (MOS 718.5). Must know the fundamentals of management, programming and budgeting. Must know organization of chaplain's section and similar sections of the headquarters. Must know operating procedures and policies for files, mail and distribution, publications, special orders. Must know regulations governing the publications supply system. Must know Army clerical and administrative procedures, regulations, and directives applicable to subordinate chaplains' offices and capable of supervising OJT for enlisted personnel. Must know format of Staff Studies and Army memorandums. Must know proper use of command and technical channels. Must be able to scan written material rapidly and detect errors in grammar, punctuation, and spelling and erroneous application of pertinent procedures and regulations. Must be able to conduct conferences, discussions and lectures to impart instructional and general information to enlisted personnel."3.4

"Code 718.7. Must be qualified as Chaplain's Assistant (MOS 718.6). Must know objectives, principles, policies and functions of personnel management. Must know Army clerical, personnel and administrative procedures, regulations, and directives applicable to unit to which assigned. Must know organization, responsibilities and functions of the various elements of a Post and/or Division Chaplain's section. Must be qualified to conduct inter-office liaison."3.4

"Code 718.8. Must be qualified as Chaplain's Assistant (MOS 718.7). Must understand and participate in the Army Chaplaincy Program under the Army Command Management System. Must know military organization, personnel management, military statistical

Annex A (2)

and accounting systems, and subjects related to individual military proficiency. Must know tactical mission, responsibilities and operations of headquarters to which assigned. Must know techniques and tactics pertaining to unit defense. Must know military subjects including drill and parade formations, field sanitation, selection of bivouac areas and use of individual weapons. Must be familiar with the operational function of subordinate chaplains' offices. Must be able to interpret and utilize TOE, TD, TA, and supply manuals. Must understand formulation of agenda and arranging of itineraries. Will accompany the chaplain on inspection of subordinate chaplains' offices and be capable of inspecting the operation, administration, funds and Management Improvement program." 3.4

"Code 718.9. Must be qualified as Chaplain's Assistant (MOS 718.8). Must be qualified to develop, coordinate and evaluate the chaplaincy program under the Army Command Management System to include forecasting, funding, accounting and analyzing. Must know office management and supervisory techniques and responsibilities. Must know military organization and procedures applicable to battalion and all higher echelon headquarters. Must know publications and directives governing Army Administrative procedures. Must know precedence of military directives. Must know Army chain of command and line of communication. Must know procedures in processing and preparation of classified material. Must know directives and procedures governing publication and distribution of bulletins, circulars and memorandums. Must be able to use directives, manuals, and regulations to locate specific policies and procedures. Must be able to evaluate and relate functions of subordinate units to specific headquarters objectives." 3.5

Surrounded by career Chaplains' Assistants possessing the training and experience of the above requirements, a Chaplain could do his pastoral work and merely supervise his Assistant.

Two arguments are presented against having such a Career Chaplains' Assistant Corps:

1. The Chaplain problems are so complex and different that no one except a Chaplain could do them. When done by anyone else, the Chaplain always comes out as a loser.

I have yet to see a Chaplain who is so intelligent that his work cannot be understood by some other person. I believe that a Career Chaplains' Assistant would be interested in protecting the Chaplain program.

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Annex A (2)

2. We do not need a Chaplains' Assistant Corps because we can have assigned to us MOS 717, Administrative Specialist.

The Administrative Specialist may do a good job in an orderly room or headquarters, and by Chaplain standards be totally unacceptable because of language or morals. Since Chaplains' administration is different, a new MOS 717 may be totally unfamiliar with the work. A Career Chaplains' Assistant E-7 would be of assistance immediately upon arrival at his assignment.

The only solution to the Field Grade Chaplain's growing problem with paperwork is a strong Corps of Chaplains' Assistants with a grade structure through E-9.

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Annex A (3)

The Nonresident Department of Instruction of the US Army Chaplain School has an excellent Chap-lains' Assistant Course for MOS 718. At present it has 67 men enrolled. This is a very small per-cent of the 1295 Chaplains' Assistants presently on duty. This figure points to the lack of career soldiers who are Chaplains' Assistants.

In order to fully utilize the Nonresident Courses and technically improve the Chaplains' Assistants now on active duty, it is recommended that a stand-ard for automatic promotion be formed. Such action would greatly improve the Career Possibilities of the assistants. Good men would stay in the service and increase in value with each passing year.

The following is such a standard of automatic promotion:

E-5 Completion of 30 months active service and
CH Subcourse No.

- 110 Records Administration
- 111 Character Guidance I
- 112 Methods of Instruction
- 113 Chaplain Funds I
- 114 Effective Writing

E-6 Completion of 72 months active service and
CH Subcourse No.

- 115 Psychology and Counseling
- 116 Combined Arms I
- 117 Nuclear and Medical Support
- 119 Chaplain Funds II
- 201 Human Relations I
- 203 Referral Agencies
- 205 Counseling
- 213 Fundamentals of Military Justice

E-7 Completion of 108 months active service
and CH Subcourse No.

- 214 Training and Methods of Instruction I
- 118 CBR Warfare
- 200 United States Military History
- 202 Management and Comptrollership
- 207 Chaplain Supply Procedures
- 208 Command and Staff Procedures I
- 209 Command and Staff Procedures II

E-8 Completion of 168 months active service
and CH Subcourse No.

- 210 Denominational Coverage Requirements
- 215 Character Guidance Program II
- 221 The Chaplain in Specialized Assignments
- 223 Staff Duties of Administrative Chaplains in the Continental United States.
- 224 Army Management
- 225 Staff Duties of Administrative Chaplains in Combat Organizations

(Classification)

Annex A (3)

E-9 Completion of 17 years active service and
CH Subcourse No.

- 226 Civil Defense and Disaster Recovery
- 228 Staff Duties of Administrative Chaplains
in Service Organizations
- 230 Civilian Personnel Management
- 231 Civil Affairs Orientation
- 233 Effective Army Writing
- 234 Staff Duties of Administrative Chaplains
in Higher Echelons
- 235 Character Guidance Supervision and Admin-
istration 4.11

At first glance, this would seem to flood the army with high ranking Chaplain Enlisted Assistants. That is not related to fact. At present 95% of all Chaplains' Assistants are two year men. They could never qualify for E-5. Of the remaining 5% who stay in the Army over two years, only 28 are enrolled in a course which would qualify them for promotion to E-5. Less than 11 men could be promoted to E-5 in the next six months. (Reference Nonresident Department Records of enrollment)

The following is a quote from a questionnaire submitted to Chaplain Career Course Class 63-1:
"Although the Board and the Chaplain Combat Developments Agency feel that a 717 can do the job better than a 718, I doubt that all the facts have been considered. A man may be a good company clerk or headquarters administrator and be totally unfit morally or because of language misuse for a chaplains office."

(Classification)

Annex A (4)

When asked about the upgrading of Chaplains' Assistants, some Chaplains answer, "If they are in the chapel work only for the money, then we don't want them". This is not a fair statement. How many Chaplains would stay in the army if they were paid only a Sp/4 salary?

It is universally believed by Chaplains' Assistants that they have little chance of promotion. This is one major cause listed on the survey conducted for their leaving the army. The complete turn-over of assistants every two or three years makes it impossible to have the trained and experienced help for the Chaplains. Therefore, the Chaplain is forced to spend much of his time working on funds, typing and other secondary tasks.

The recommendations now being processed in the Office of the Chief of Chaplains will probably solve this primary complaint. The Chaplain Personnell Authorizations in Table of Organization and Equipment Dated 1 September 1962 quoting TOE 7E ROAD Inf Div places 1 E-7, 4 E-5, and 15 E-4s in the Chaplain Section. The TOE 7D Dated 1 Feb 1960 Inf Div lists only 1 E-6, 1 E-5, and 17 E-4s for the Chaplain Section. If this is adopted, it will be a step in the right direction.

Extremely encouraging in this respect is the STANDARDS OF GRADE AUTHORIZATION (next page). This is a carefully planned provision for Code MOS 718 grade structure through E-9. It was presented in the PERSONNEL MANAGEMENT WORKSHOP ON CHAPLAIN ASSISTANT SELECTION, TRAINING, AND UTILIZATION 26 February-1 March 1962 at Fort Monroe, MD.

In order to keep these men whom the Chaplains' Assistant Schools have trained, there must be strong regulations written which will keep them. The Air Force Regulation 165-3 spells out the Air Force Policy along this line: "When the need for reclassification is indicated, concurrence of the staff chaplain is necessary prior to initiating classification procedures into or out of the Chaplain Services Career Field (AFR 165-3). Chaplain Service Technicians are not reassigned to duties outside of their career field without the permission of the Air Staff Chaplain"

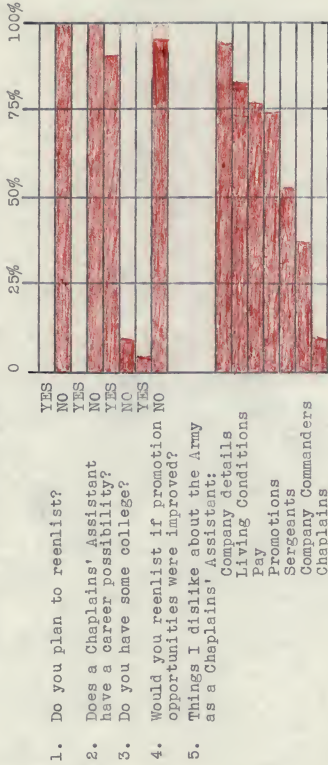
When men are carefully selected, schooled and trained on-the-job, there will develop a capable Chaplain Enlisted Assistant Corps to help proclaim God's message throughout the Army.

STANDARDS OF GRADE AUTHORIZATION

Duty Position	Code	Grade	Explanatory Notes
Chaplain's Assistant	718.1	E-4	When authorized below Brigade Headquarters level, in separate Battalions, or in Garrisons serving fewer than 1500 personnel.
Chaplain's Assistant	718.5	E-5	When authorized in Chaplain's Section of Brigades or comparable level Headquarters, or in Garrisons serving between 1500 and 5000 personnel.
Chaplain's Senior Assistant	718.6	E-6	When authorized in Chaplain's Sections of separate Brigades, comparable level Headquarters, or in Garrisons serving between 5,000 and 15,000 personnel, and in Junior Instructor positions at Chaplain Assistant Schools.
Chaplain's Senior Assistant	718.7	E-7	When authorized in Chaplain's Sections at Divisions, comparable level Headquarters, Garrisons serving between 15,000 and 25,000 personnel, and in Senior Instructor positions at Chaplain Assistant Schools.
			Number of Positions Authorized
			1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25
Chaplain's Assistant	718.1	E-4	
Chaplain's Assistant	718.5	E-5	
Chaplain's Sr Assistant	718.6	E-6	Grades of additional positions will be authorized in this pattern in Chaplain Sections, at Brigade Headquarters or higher, in Garrisons serving more than 1500 personnel.
Chaplain's Sr Assistant	718.7	E-7	
Chaplain's Administrative Chief	718.8	E-8	When authorized in Chaplain's Sections at Corps, comparable level Hq, Garrisons serving more than 25,000 personnel.
Chaplain's Administrative Chief	718.9	E-9	When authorized in Chaplain's Sections at Army and higher Headquarters, The Chaplains' Board, and The Chaplains' School.

(Classification)

RESULTS OF A QUESTIONNAIRE SENT TO CHAPLAIN'S ASSISTANTS IN
FORT DIX, FORT LEWIS, GERMANY, AND PEDRICKTOWN, NJ (A D).



This questionnaire was answered by 17 Chaplains' Assistants in four Areas.

(Classification)

HEADQUARTERS
US ARMY CHAPLAIN SCHOOL
OFFICE OF THE COMMANDANT
FT HAMILTON, BROOKLYN 9, N.Y.

CHS

4 December 1962

SUBJECT: Career Improvement for Chaplains' Assistants.

TO: Chief of Chaplains
Department of the Army
Washington 25, D.C.

1. I recommend that the Chaplain Enlisted Assistant Schools be moved to the US Army Chaplain School at Ft Hamilton, N.Y., and the Course of Instruction lengthened to one month. This will assure the Chaplains' Assistant of being better prepared when he arrives at his duty assignment.

2. A Chaplains' Assistant Corps should be developed similar to the Medical Specialist Corps. If the grade structure can be raised and an automatic promotion system developed, more Chaplains' Assistants will remain in the Service. In a few years, a dependable, well trained group can be secured to free the Chaplains of administrative matters.

3. I believe these two steps, as outlined in the inclosed staff study, will decrease the loss of trained personnel from the Chaplains' Sections.

1 Inc
S Study 3 Dec 62
subj: CH Asst Career

GREGORY R. KENNEDY
Chaplain (Colonel), USA
Commandant

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OFFICE OF THE COMMANDANT
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Chaplain (Colonel), USA
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